

Author Index

- Barber, J.L., 61
 Bathrick, T., 120
 Bennett, M., 80, 144, 222
 Bickford, C.J., 110
 Boyce, M.A.B., 43
 Brill, C.K., 9, 11, 55
 Cadmus, E., 248
 Carney, M., 206
 Carroll, C.A., 95
 Clawson, H., 49
 Clough, M., 105
 Conner, D.A., 76
 Corso, J.A., 265
 Cox, K.S., 95
 Curtin, L.L., 72, 130, 136, 212, 274
 Denker, A.-L., 85
 Detmer, S.S., 189
 Disser, A., 244
 Doty, E.A., 196
 Espina-Gabriel, P., 140
 Falter, E.C., 226
 Farrell, J., 32
 Farrell, M.J., 38
 Gantz, N.R., 164
 Jones, K.R., 5
 Kerfoot, K.M., 114
 Kramer, S.M., 120
 Kubelick, D.B., 26
 Lohre, J.B., 120
 McBride, E.L., 157
 McDonald, J., 105
 McKinnon, H.Q., 105
 McNally, K., 240
 Medlin, L.C., 171
 Nicklow, M., 49
 Norton, M.A., 120
 Noyes, B., 240
 O'Malley, J., 68
 Owens, C., 26
 Page, E.P., 180
 Pulce, R., 7, 83, 147, 225
 Roberts, L., 171
 Robinson, P., 240
 Robinson-Walker, C., 148, 150
 Russic, M., 55
 Ryan, S.A., 90
 Salloum, M., 218
 Santos, S.R., 95
 Scherger, D., 120
 Shivler, B.L., 26
 Simon, S.D., 95
 Simpson, R.L., 84
 Skiba, D.J., 120
 Smith, E.L., 234
 Smith, K., 100
 Smith, V., 100
 Soares, D.C., 228
 Spitzer, R., 1, 75, 139, 217
 Steinbring-Swansboro, P., 49
 Swanson, L.T., 105
 Tahan, H.A., 2, 76, 140, 218, 254
 Thistlethwaite, J.E., 49
 Thompson, C.B., 90
 Tourville, S., 240
 Veronesi, J.F., 9, 11
 Walkes, M.C., 120
 Weaver, C.A., 117
 Wells, N., 171
 Woodhouse, B., 269

Subject Index

- Accountability
 Health Insurance Portability and Accountability Act, implications of, 85-89
 manager, model to objectively assess quality and financial measures, 11-25
 Accounts receivable
 in community hospitals, achieving success in, 32-37
 developing goals, 32
 follow-up, 35-36
 interdepartment networking, 32-35
 motivation, 36
 recognition, 36-37
 Activity ratios
 in financial statement analysis, 223
 Advancement, professional
 relationship management and, in succession planning, 259-261
 Adverse drug events
 patient safety and information technology, 136-138
see also Medical errors
 Adverse drug reactions
 reporting system for, partnership between nursing and pharmacy, 56-57
 Aggregate data
 use of, for measuring practice improvement, 90-94
 availability of, 92
 comparison against standard benchmark, 93-94
 definition, 92-93
 format, 92
 Aggregate data (*Continued*)
 management of, 93
 quality of care as predictor of outcomes, 90-91
 trending, 93
 American Computing Machines (ACM)
 Code of Ethics and Professional Conduct, 134
 American Medical Association
 patient safety initiatives, 137
 American Nurses Association
 initiatives on patient safety and information technology, 137-138
 Applied ethics
 health care, information technology, and, 134-135
 Appraisals, of employee performance
 in model for assessment of manager accountability, 15
 Automated documentation systems
 using nursing interventions classification, 100-104
 Autonomy
 staff retention and turnover related to, 174
 Billing department
 role in achieving success in accounts receivable, 35
 Board of Directors
 role in setting vision for community hospital, 39
 Budgeting
 nurse manager's role cost/quality accountability, 49-54
 Business, *see* Finance
 Capital structure ratios
 in financial statement analysis, 223-224

- Capital, human, *see* Optimizing Human Capital column
- Case Studies in Nursing Management column
 community hospitals, advantages, challenges, and solutions, 2-4
 information systems enhancing nursing practice and management, 76-79
 mentoring experience, in journey to professional transformation, 140-143
 nursing student's experience in nurse extern program, 218-221
- CEO, *see* Chief executive officer
- Change management model, 206-211
 development of, 206
 elements of, 206-208
 limitations of, 209, 211
 management constructs tool, 209, 210
 successful implementation of, 209
 transition phase, 208-209
- Change, resistance to
 tapping the potential in, 180-188
- Charts, control, *see* Statistical process control charts
- Chief executive officer (CEO)
 perspective on vision for successful community hospital, 38-42
 board of directors, 39
 case study, 40-42
 medical staff, 39-40
 nursing leadership team, 39
 organizational culture, 38-39
 power of planning, 42
- Chief nurse officer (CNO)
 role for nurse leaders in corporate America, 117-119
- Clinical nurse specialist
 development of role in rural community hospital, 43-48
- Clinical quality improvement
 in model for assessment of manager accountability, 16-17
- Coaching
 and mentoring, in succession planning for hospital mergers, 242-243
 personal and professional, to support nursing staff and enhance manager leadership skills, 61-67
- Coaching culture, 139, 147, 148-211
 change, model for management of, 206-211
 development of, 206
 elements of, 206-208
 limitations to use of, 209, 211
 measurement constructs tool, 209, 210
 successful implementation of, 209
 transition phase, 208-209
- coaching your unit team for results, 189-195
 reasons for, 190
 team coaching, 193-195
 what is coaching, 189-190
 with colleagues, 193
 with individuals, 190-192
 with the team, 192-193
- employee satisfaction, visual tool for managers, 157-163
- Coaching culture (*Continued*)
 learning communities, recognizing and cultivating, 196-205
 four examples of, 197-204
 leadership practices for, 203
 promise of, 196-197
 simple rules for, 202
- multicultural work teams, leading and empowering, 164-170
 challenges in, 168-169
 empowering for quality outcomes, 165-166
 impact of globalization, 164
 maximizing diversity for optimal workgroup effectiveness, 166-167
 proactively facing work with optimism, 167-168
 shifting perspective of leader, ship, 164-165
- resistance, tapping the potential in, 180-188
 defusing, 181-183
 from a team within an organization, 185-186
 individual's to leading outside a perceived sphere of control, 185
 individual's, to an agreed goal or performance objective, 186
 individual, 187-188
 leadership levers, 184-185
 management team's, to performance, 186-187
 mindset of, 181
 organizational, 187
- role of in creating cultures of engagement, 150-156
 coaching process, 155-156
 personal presence of a good coach, 153-154
 skills of a good coach, 154-155
 staff retention and turnover, 171-179
 effect of organizational interventions on, 176-177
 factors related to, 172-174
 implication for management, 177-178
 models predicting, 174-175
- Cohesion, group
 staff retention and turnover related to, 173
- Communication skills
 enhancement of, with Professional Life Coaching, 61-67
- Communication, interdisciplinary
 interdisciplinary documentation through nursing interventions classification, 100-104
- Communities, learning
 recognizing and cultivating, 196-205
- Community hospitals, strategies for success in, 1-4, 9-71
 accounts receivable, achieving success in, 32-37
 developing goals, 32
 follow-up, 35-36
 interdepartment networking, 32-35
 motivation, 36
 recognition, 36-37
- advantages, challenges, and solutions, 2-4
 backbone of acute health care (*Editorial*), 1
 CEO's perspective on vision for, 38-42
 board of directors, 39
 case study, 40-42

- Community hospitals, strategies for success in (*Continued*)
- medical staff, 39-40
 - nursing leadership team, 39
 - organizational culture, 38-39
 - power of planning, 42
 - clinical nurse specialist, development of role in rural, 43-48
 - customer service, delivering legendary impressions, 26-31
 - advanced skills for, 30-31
 - developing the habit, 17
 - implementation, 29-30
 - key steps, 28-29
 - the quality myth, 27-28
 - external consultants, when and how to use, 68-71
 - cost of, 69
 - management of, 69-70
 - selection of, 69-70
 - value added by, 68-69
 - front line management, cost/quality accountability, 49-54
 - charging indiscretions, 52
 - cost control issues, 50-51
 - inappropriate use of supplies, 52
 - materials management collaboration, 52
 - outcome measurement, 52, 54
 - overstocking of supplies, 51
 - manager accountability, tools for, 11-25
 - Financial Performance Measures model for, 17-23
 - Quality Performance Measures model for, 11-17
 - partnering with pharmacy for positive patient outcomes, 55-60
 - what nursing can do for pharmacy, 58-60
 - what pharmacy can do for nursing, 55-58
 - prospering in (*Guest Editorial*), 9-10
 - using professional life coaching to support nursing staff and enhance leadership skills, 61-67
- Competencies
- in informatics, for nurse managers and their staffs, 110-113
- Compromise
- in health care leadership (*Editorial*), 212-214
- Computer ethics
- defining the field of, 133-134
- Computer literacy
- replaced by information literacy, 114-116
- Confidentiality
- Health Insurance Portability and Accountability Act, implications of, 85-89
- Congruence, cultures of, 151
- Consultants
- when and how to use external, 68-71
 - cost of, 69
 - management of, 69-70
 - selection of, 69-70
 - value added by, 68-69
- Control charts, *see* Statistical process control charts
- Corporate America
- executive positions for nurse leaders in, 117-119
- Cost control
- (Continued)*
 - community hospital front line management, 49-54
- Cost-utility analysis, 5-6
- Culture, organizational
- coaching in, 139, 147, 148-211
 - change management, use of model for, 206-211
 - employee satisfaction, 157-163
 - leading and empowering multicultural work teams, 164-170
 - learning communities, recognizing and cultivating, 196-205
 - practicing real leadership (*Editorial*), 139
 - role of, in creating cultures of engagement, 150-156
 - staff retention and turnover, 171-179
 - tapping the potential in resistance, 180-188
 - coaching your unit team for results, 189-195
 - definition and understanding of (*Optimizing Human Capital column*), 147
 - of community hospitals, 38-39
 - transformation of, tri-fold approach to, 108-109
- Cultures of engagement
- benefits of, 151-152
 - characteristics of, 151
 - definition of, 150-151
 - requirements for creating and sustaining, 152
 - role of coaching in creating, 150-156
 - coach's job description, 153
 - coaching process, 155-156
 - personal presence of a good coach, 153-154
 - skills of, 154-155
- Customer service
- creating distinction in, 26-31
 - advanced skills, 30-31
 - developing the habit, 27
 - implementation, 29-30
 - key steps, 28-29
 - the quality myth, 27-28
 - see also* Patient satisfaction
- Data, aggregate, *see* Aggregate data
- Decision making
- finance and, 80-82
- Digital age
- leadership in, balancing high touch with high tech, 120-129
 - see also* Information technology
- Diversity, cultural
- leading and empowering multicultural work teams, 164-170
- Documentation
- interdisciplinary, through nursing interventions classification, 100-104
- Drug reactions, *see* Adverse drug reactions
- Economic issues, *see* Finance
- Education, nursing
- student's experience in nurse extern program (*Case Studies column*), 218-221
- Employee satisfaction
- visual coaching tool for managers, 157-163
- Empowerment
- of multicultural work teams, 164-170

- Engagement, cultures of, *see* Cultures of engagement
- Errors, medical, *see* Medical errors
- Ethics
- health care, information technology, and, 130-135
 - American Computing Machines (ACM) Code of Ethics and Professional Conduct, 134
 - defining the field of computer, ethics, 133-134
 - definitions, 130-132
- EuroQol system
- for economic analysis of health programs, 6
- Executive positions
- for nurse leaders in corporate America, 117-119
- Extern programs
- nurse extern's experience with (*Case Studies column*), 218-221
- External consultants, *see* Consultants
- Finance for Nonfinancial Managers column
- cost-utility analysis, 5-6
 - finances and decision making, 80-82
 - managerial responsibility for internal control, 144-146
 - use of ratios in financial statement analysis, 222-224
- Financial management
- in community hospitals
 - accounts receivable, achieving success in, 32-37
 - financial performance measures model for, 17-23
- Financial Performance Measures model
- to objectively assess effective leadership, 17-25
 - automatic calculation of financial indicators, 20-21
 - comparison of actual to budgeted expense, 18-20
 - financial planning, 18
 - worked hours standard, 21-23
- Financial statements
- use of ratios in analysis of, 222-224
- Front line management
- controlling supply costs, 49-54
- Generations, of nurses in workforce
- different approaches to, in succession planning, 248-253
- Globalization
- impact on multicultural work teams, 164
- Health care
- ethics and information technology in, 130-135
 - true meaning of quality in (*Editorial*), 72-73
- Health information management department
- role in achieving success in accounts receivable, 34-35
- Health Insurance Portability and Accountability Act (HIPAA)
- implications for clinical practice, 85-89
 - compliance with, 86, 87
 - deadlines for compliance, 85-86
 - history of, 85
 - preparatory activities, 87-88
 - privacy standards, 86
 - resources, 89
 - responsibilities of healthcare providers, 86
- Health Insurance Portability and Accountability Act (HIPAA) (*Continued*)
- sanctions and penalties, 87
- Health Utilities Index, 6
- HIPAA, *see* Health Insurance Portability and Accountability Act
- Hospitals, community, *see* Community hospitals
- Human capital, *see* Optimizing Human Capital column and Human resources management
- Human resources management
- in objective model for assessment of manager accountability, 13-16
- Informatics
- competencies for nurse managers and their staffs, 110-113
 - challenges in, 111
 - data, information, and knowledge, 110-111
 - defining competencies, 111-113
 - implications for the future, 113
 - see also* Information technology
- Information services, hospital
- role in achieving success in accounts receivable, 33-34
- Information technology, in nursing administration and practice, 75-79, 84-135
- aggregate data, use of for measuring practice improvement, 90-94
 - availability of, 92
 - comparisons against standard benchmark, 93-94
 - data definition, 92-93
 - data format, 92
 - management of, 93
 - quality of care as predictor of outcomes, 90-91
 - trending, 93
 - automated systems enhance practice and management, 76-79
 - ethics of, 130-135
 - American Computing Machines (ACM) Code of Ethics and Professional Conduct, 134
 - computer ethics, defining the field of, 133-134
 - definitions, 130-133
- Health Insurance Portability and Accountability Act (HIPAA), 85-89
- compliance deadlines, 85-86
 - compliance with, 86, 87
 - history of, 85
 - preparatory activities, 87-88
 - privacy standards in, 86
 - resources, 89
 - responsibilities for healthcare providers, 86
 - sanctions and penalties, 87
- informatics competencies for nurse managers and their staffs, 110-113
- challenges in, 111
 - data, information, and knowledge, 110-111
 - defining competencies, 111-113
 - implications for the future, 113
- information as power (*Editorial*), 75
- information and beyond (*Guest Editorial*), 84
- information literacy for nurse managers, 114-116

- Information technology, in nursing administration and practice (*Continued*)
interdisciplinary documentation through nursing interventions classification, 100-104
medical error rates, using standard desk-top tools to monitor, 95-99
control charts, benefits of to nurse managers, 95-96
creating statistical process control charts, 96-98
interpreting control charts, 98
understanding and overcoming potential barriers, 98-99
nurses in corporate America, 117-119
patient safety and, 136-138
tri-fold approach to health care transformation, 105-109
cultural transformation, 108-109
patient care process redesign, 107-108
selecting course of action, 105-106
technologic implementation, 106-107
- Inova Health System
managing succession planning at, 244-247
- Institute for Safe Medication Practices
patient safety initiatives, 137
- Insurance, *see* Health insurance
- Interdisciplinary documentation
through nursing interventions classification, 100-104
- Internal control
managerial responsibility for (*Finance column*), 144-146
- Interventions, nursing
classification of, successful interdisciplinary documentation through, 100-104
- Interventions, organizational
effect on staff retention and turnover, 176
- Investigations, internal
before employment action, five steps for effective, 7-8
- Joint Commission on Accreditation of Healthcare Organizations
patient safety initiatives, 137
- Leadership
CEO's perspective on vision for community hospital, 38-42
coaching, *see* Coaching culture
compromise, power of (*Editorial*), 212-214
developing skills through mentoring, 140-141
enhancement of skills, using Professional Life Coaching, 61-67
in futuristic scenarios, balancing high touch with high tech, 120-129
levers for, in managing resistance to change, 184-185
measurement of, for succession planning, 265-268
assessment of individual competencies in candidates, 266-267
gap between leadership requirements and present competencies, 267
in organizations, 265
learning, growth, and innovation measures, 266
- Leadership (*Continued*)
of leadership development process, 268
of multicultural work teams, 164-170
relationship management orientation and style, 262-264
succession planning for continuity in, *see* Succession management
- Leapfrog Group
patient safety initiatives, 137
- Learning communities
recognizing and cultivating, 196-205
four examples of, 197-204
leadership practices for, 203
promise of, 196-197
simple rules for, 202
- Learning culture, 151
- Learning projects
as part of succession planning, 242
- Legal field
lessons on succession planning from, 269-273
mentoring, 269-270
public-private connection, 272-273
second-seating, 270-272
- Legal issues
compliance with Health Insurance Portability and Accountability Act, 85-87
internal investigations, five steps for effective, 7-8
- Legendary Impressions model
for creating distinction in customer service, 26-31
- Legislation
Health Insurance Portability and Accountability Act, implications of, 85-89
on mandatory overtime for nurses, 274-278
- Liquidity ratios
in financial statement analysis, 222-223
- Management, nursing
case studies in, *see* Case Studies in Nursing Management column and Manager, nurse
internal investigations, five steps for effective, 7-8
- Manager, nurse
CEO's perspective on role of, in community hospitals, 39
coaching by, *see* Coaching culture
informatics competencies for, 110-113
role in nurse extern programs, 218-221
style of, staff retention and turnover related to, 174
tools for assessing accountability and effectiveness of, 11-25
financial performance measures, 17-25
quality performance measures, 11-17
use of Professional Life Coaching to enhance leadership skills of, 61-67
- Mandatory overtime, *see* Overtime
- Materials management
variances and cost control measures, 49-54
- Measurement
of leadership, for succession planning, 265-268
assessment of individual competencies in candidates, 266-267
gap between leadership requirements and present competencies, 267

- Measurement (*Continued*)
 in organizations, 265
 learning, growth, and innovation measures, 266
 of leadership development process, 268
- Medical errors
 medication, reporting of, partnership between nursing and pharmacy to improve, 59-60
 patient safety and information technology, 136-138
 using statistical process control charts to monitor rates of, 95-99
- Medical staff
 interaction of community hospital CEO with, 39-40
 role in achieving success in accounts receivable, 35
see also Physicians
- Medical-surgical supplies
 variances in, and cost control measures, 49-54
- Medication administration practices
 nursing-pharmacy partnership to improve patient outcomes, 59-60
 adverse drug reaction reporting system, 56-57
 distribution process, 55-60
 error prevention practices, 56
 missing doses process, 57-58
 reporting medication errors, 59-60
 what can pharmacy do for nursing, 55-58
 what nursing can do for pharmacy, 58-60
- Mentoring
 in succession planning, 242-243, 269-270
 journey to professional transformation (*Case Studies column*), 140-143
 benefits of, 143
 qualities of effective mentors, 142
- Mentors
 qualities of effective, 142
- Mergers, hospital
 succession planning for, 240-243
 coaching and mentoring, 242-243
 creating personalized plans for individuals and groups, 241-242
 development of organizational strategy for, 240-241
 learning projects for, 242
- Multicultural work teams
 leading and empowering, 164-170
 challenges in, 168-169
 empowering work groups for quality outcomes, 165-166
 impact of globalization, 164
 maximizing diversity for optimal effectiveness, 166-167
 proactively facing work with optimism, 167-168
 shifting perspective of leadership, 164-165
- Nomenclature
 interdisciplinary documentation through nursing interventions classification, 100-104
- North Bronx Healthcare Network
 developing a succession plan for nursing leadership at, 228-233
- North Shore Long Island Jewish Health System
 (*Continued*)
 leadership development and succession planning at, 234-239
- Nurse extern
 experience in extern program (*Case Studies column*), 218-221
- Nurse Leader journal
 introduction to, 217
- Nurse manager, *see* Manager, nurse
- Nursing department, hospital
 partnering with pharmacy for positive patient outcomes, 55-60
 what nursing can do for pharmacy, 58-60
 what pharmacy can do for nursing, 55-58
- Nursing interventions classification
 interdisciplinary documentation through, 100-104
- Nursing staff
 informatics competencies for, 110-113
 mandatory overtime for (*Editorial*), 274-278
 retention and turnover, 171-179
 role in achieving success in accounts receivable, 34
 support of, with Professional Life Coaching, 61-67
see also Staff development and Staff satisfaction
- Optimizing Human Capital column
 necessity of effective investigations, 7-8
 organizational culture, 147
 performance management, 83
 succession planning, 225
- Organizational culture
 definition and understanding of, 147
 in community hospitals, 38-39
- Overtime
 mandatory, case against (*Editorial*), 274-278
 legal requirements by state, 275-277
 safety of, for patients, 274-275
 safety of, for staff, 275
- Patient First initiative
 tri-fold approach to health care transformation, 106-109
- Patient safety
 effect of mandatory overtime on, 274-275
 information technology and, 136-138
see also Medical errors
- Patient satisfaction
 in Legendary Impressions model for customer service, 28
 model for objective assessment of manager accountability, 11-12
- Patient's rights
 Health Insurance Portability and Accountability Act, implications of, 85-89
- Performance appraisals, employee
 in model for assessment of manager accountability, 15
- Performance management, 83
 benefits of, 83
 cycle of, 83
- Performance measurement
 tools for manager accountability, 11-25
 financial measures, 17-25

- Performance measurement (*Continued*)
quality measures, 11-17
- Pharmacy, hospital
partnering with nursing for positive patient outcomes, 55-60
adverse drug reaction reporting system, 56-57
medication distribution process, 55-56
medication error prevention practices, 56
misses doses process, 57-58
reporting medication errors, 59-60
what nursing can do for pharmacy, 58-59
- Physicians
satisfaction of, in model for objective assessment of manager accountability, 13
see also Medical staff
- Planning, succession, *see* Succession management
- Power
of compromise (*Editorial*), 212-214
- Practice improvement
use of aggregate data for measuring, 90-94
- Privacy, patient
Health Insurance Portability and Accountability Act, implications of, 85-89
- Professional advancement
relationship management and, in succession planning, 259-261
- Professional Life Coaching
to support nursing staff and enhance managers' leadership skills, 61-67
- Profitability ratios
in financial statement analysis, 223
- Providers
succession planning from perspective of, 240-243
see also Hospitals
- Public-private connection
lesson for succession planning, 272-273
- Quality
true meaning of (*Editorial*), 72-73
- Quality of care
as predictor of outcomes, use of aggregate data for measuring improvement, 90-94
- Quality of Well-being Scale, 6
- Quality Performance Measures model
to objectively assess effective leadership, 11-17
clinical quality improvement, 16-17
employee performance appraisals, 15
patient satisfaction, 11-12
physician satisfaction, 13
staff satisfaction, 12
staff development, 16
staffing model, 13-15
vacancy rates and turnover, 15-16
- Quality-adjusted life years (QALY)
in cost-utility analysis, 5-6
- Redesign
development of clinical nurse specialist role in rural community hospital, 43-48
of patient care process, using new information technology, 105-109
- Registrars, hospital
role in achieving success in accounts receivable, 32-33
- Resistance, to change
tapping the potential in, 180-188
defusing, 181-183
from a team within in organization, 185-186
individual, 187-188
individual's, to agreed goal or performance objective, 186
individual's, to leading outside perceived sphere of control, 185
leadership levels, 184-185
management team's, to performance, 186-187
mindset of, 181
organizational, 187
- Retention, staff
issues related to turnover and, 171-179
- Rural community hospitals
role of clinical nurse specialist in, 43-48
see also Community hospitals
- Safety, patient
effect of mandatory overtime on, 274-275
information technology and, 136-138
see also Medical errors
- Safety, staff
effect of mandatory overtime on (*Editorial*), 275
- Satisfaction
employee, visual coaching tool for managers, 157-163
see also Patient, Staff, and Physician satisfaction
- Scheduling department, hospital
role in achieving success in accounts receivable, 33
- Second-seating
lessons from legal filed on succession planning, 270-272
- Security, of patient information
in Health Insurance Portability and Accountability Act, 85-89
- Seminars for Nurse Managers
transition to new journal, 217
- Service, *see* Customer service
- Shared governance
effects of on staff retention and turnover, 176
- Staff development
in model for assessment of manager accountability, 16-17
see also Nursing staff
- Staff retention
issues related to, 171-179
- Staff satisfaction
model for objective assessment of manager accountability, 12
see also Nursing staff
- Staff turnover
issues related to, 171-179
- Staffing ratios
mandatory overtime and (*Editorial*), 274-278
- Statistical process control charts
to monitor medical error rates, 95-99
benefits to nurse managers, 95-96
interpreting, 98
step-by-step guide to creating, 96-98
understanding and overcoming barriers to, 98-99

- Strategic planning
for community hospitals, CEO's perspective on, 38-42
- Stress, job
staff retention and turnover related to, 172
- Students, nursing
experience in nurse extern program (*Case Studies column*), 218-221
- Succession management, 217, 225-273
defining the four generations of nurses in, 248-253
how leaders can cultivate them, 251-253
profiles of, 249, 250
struggles between, 249, 251
developing a succession plan, 228-233
achieving goals of, 231
beginning of leadership development, 230-231
definition of, 229
first encounter with concept of, 229-230
for network nursing department, 230
steps toward, 231-233
from the provider perspective, 240-243
coaching and mentoring, 242-243
creating personalized plans for individuals and groups, 241-242
developing organizational strategy, 240-241
learning projects, 242
guest editorial, 226-227
in the Inova Health System, 244-247
leadership development, 234-239
lessons from the legal field, 269-273
mentoring, 269-270
public-private connection, 272-273
second-seating, 270-272
measuring leadership, 265-268
assessment of individual competencies in candidates, 266-267
gap between leadership requirements and present competencies, 267
in organizations, 265
learning, growth, and innovation measures, 266
of leadership development process, 268
optimizing human capital through planning, 225
relationship management in, 254-264
- Succession management (*Continued*)
leader's orientation and style, 262-264
professional advancement and, 259-261
succession planning, 254-255
serendipity and transition (*Editorial*), 217
- Supplies, medical-surgical
variances in, and cost control measures, 49-54
- Surgical supplies
variances in, and cost control issues, 49-54
- Team coaching, 193-195
- Teams
unit, coaching for results, 189-195
- Technology
futuristic scenarios, balancing high touch with high tech, 120-129
see also Information technology
- Transition, of roles
development of clinical nurse specialist role in rural community hospital, 43-48
- Turnover, staff
in model for assessment of manager accountability, 15-16
issues related to retention and, 171-179
- Unit team
coaching your, for results, 189-195
- Utilities
in cost-utility analysis, 5-6
- Utilization review department
role in achieving success in accounts receivable, 35
- Vacancy rates, staff
in model for assessment of manager accountability, 15-16
- Variance management
of medical-surgical supplies, 49-54
- Work redesign
development of clinical nurse specialist role in rural community hospital, 43-48
- Work teams, multicultural
leading and empowering, 164-170
- Worked hours standard
in model for assessment of manager accountability, 21-23

